



# Environmental Transformation in Southampton

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# Context

- **Southampton**
  - 263,769 resident population
  - £6.8b economy, slower growth since pandemic and lower productivity than comparators
  - 55<sup>th</sup> most deprived of 317 local authorities
- **Southampton City Council**
  - Unitary authority, electing by thirds
  - 3000 employees
  - £595.2m gross expenditure. Significant financial challenge / capitalisation.
- **The Environment Department**
- **Financial drivers for change**
- **Legislative drivers for change**

# The challenge

- **Meet the financial challenge**
- **Adapt to new legislative requirements**
- **Improve service to residents**
  
- **Change how we deliver environmental services**
  - Direction and ownership
  - Delivery model
  - Politicians / employees / residents
  - Wider organisational transformation

# Project outcomes

- **LGA Support - Interviews and Workshops / Best practice review**

- **Shared ownership of challenge**

- **Consensus on goals**

- **Preferred delivery model**

- **Clear action plan**

Rank	Model	Risk Mitigation	Deliverability	Positive Impact on Finance	Strategic Influence	Total Score
1	In-house	3.3	3.8	2.3	3.8	13.2
2	Collaboration	3	2.7	3.2	3	11.9
3	Shared Service	3.2	2.8	2.8	2.8	11.6
4	LATCO	2.8	1.7	3.3	2.5	10.3
5	JV	2.7	2.5	2.7	2.2	10.1
6	Outsource	2.8	2.5	2.7	1.5	9.5

- **Basis of service transformation plan**

- **Applicability to wider transformational activity**

# Learning

- **Value of external perspective**
  - Critical friend
  - Wider knowledge base
  - Trusted voice
- **Stakeholder engagement and buy-in**
  - Time to step away from “response” and reflect
  - Co-creation and ownership
- **Converting to meaningful action**
  - Capturing the work
  - Sustaining the pace